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ABSTRACT

Three thousand questionnaires were distributed by the Committee on Comparative Library Organization to identify and quantify some of the factors affecting the governance of academic libraries and to measure organizational changes within the libraries between 1971 and 1975. The questionnaire was specifically designed to measure the change in decision making bodies above and below the chief academic librarian, faculty status, unionization, and tenure. Of the approximately 1,000 questionnaires returned, 352 in the category "four year institutions with graduate programs," but not members of the Association of Research Libraries, were selected for analysis. Listings, tabulations, and analysis of the questionnaire data were made using the Statistical Package for the Social Sciences (SPSS) Computer Program. Major findings include: (1) professional staff of 52 percent of the libraries were organized as a library faculty or in a similar manner; (2) librarians had tenure at 54 percent of the responding libraries; (3) 15.1 percent of the respondents indicated their library staffs were unionized; and (4) 4.5 percent acknowledged a change in the reporting line above the chief librarian, although only 1.2 percent reported a change in the final supervisory body or office to which the librarian reported. The questionnaire and tabular data for selected items are appended. (Author/JPF)

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A PRELIMINARY ANALYSIS OF SOME FACTORS AFFECTING
ADMINISTRATION IN 352 ACADEMIC LIBRARIES
DURING THE PERIOD 1971-1975

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Committee on Comparative Library-Organization
Library Administration Division
American Library Association
Washington, D.C.

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A PRELIMINARY ANALYSIS OF SOME FACTORS AFFECTING
ADMINISTRATION IN 352 ACADEMIC LIBRARIES
DURING THE PERIOD 1971 - 1975

Carole Ann Allison

ABSTRACT It is generally believed there are dynamic changes taking place in library administration. To better understand these, a listing, tabulation and analysis of questionnaire data was made, using the SPSS (Statistical Package for the Social Sciences) Computer Program. Goals were to identify and quantify some factors affecting the governance of academic libraries. Items studied include changes in decision-making bodies above and below chief academic librarians, faculty status, unionization and tenure.

3,000 questionnaires were sent to institutions of higher education. 1,000 were returned. Of these, 352 came from libraries in institutions which identified themselves as "four year with graduate programs," but were not members of the Association of Research Libraries. 183, or 52 percent of these answered, "Yes," to the question, "Are your librarians organized as a library faculty or structured in a similar manner?" 53, or 29 percent of those who reported this organization, indicated it represented a change during the past five years. Of the total 352 respondents, 191, or 54 percent, reported librarians had tenure. Of the total 352, only 53 or 15.1 percent responded affirmatively to the question, "Is the library staff unionized?" However, 44 of these 53 unionized libraries, 83 percent indicated this unionization had taken place during the past five years.

78 libraries, 4.5 percent, acknowledge a change in the reporting line above the chief librarian but only 29, 1.2 percent reported a change in the final supervisory body or office to which this librarian reported. Save for the recent tendency toward unionization, no dramatic trends were revealed. The study provided an interesting framework for design of a larger, more comprehensive study. Data accumulated will certainly be useful when compared, in 1980, to similar totals for the years, 1976-80.

BACKGROUND The Library Administration Division of the American Library Association, "provides an organizational framework for encouraging the study of administrative theory, for improving the practice of administration in libraries, and for identifying and fostering administrative skills."¹ Within this Division, LOMS, the Library Organization and Management Section, "exercises responsibility for matters pertaining to the furtherance of efficient library operation in all types of libraries."² The Committee on Comparative Library Organization is a working committee within LOMS. The task of this committee is, "To collect information regarding library organization trends, developments, and theories; and to conduct and/or recommend research related to this concern."³

In 1974 the Committee undertook general exploration and review of "The Role of the Director of Libraries." The problem of administration is surely not limited to

chief librarians. The department head in a typical university library, responsible for several professionals, ten to fifteen support staff and a fluctuating group of student assistants, may well be more involved in management than in the art and science of librarianship for which he/she was prepared in graduate school. However, to provide a focus, the Committee elected to center the study on Library Directors.

Traditionally the chief librarian in colleges and universities was responsible to the chief academic officer. He/she usually related directly in responsibility-accountability-authority roles in dealing with staff and had a direct reporting relationship with his/her ultimate superior. However, since the mid and early sixties groups reporting to chief librarians and groups above him/her in administrative matrices seemed to be growing in force, number and diversity. It appeared that policy-recommending committees were evolving, in many cases, into policy-decision-making committees. Unionization of clerical, technical, paraprofessional and professional staffs, faculty status, and tenure for professional librarians were perceived as factors directly impacting the director's historical posture.

A 1973 article by Arthur McAnally and Robert Downs noted, in College and Research Libraries, "... in one year, 1971-72, ... seven of the directors of the Big Ten university libraries (plus the University of Chicago) left their posts, only one, a normal retirement for age. These are major universities on the national scene whose directorships had been stable in the past."⁴

A recent study by Booze Allen Hamilton for the Columbia University Libraries recommended the chief library officer should be "a vice president of the university,"⁵ for optimum service to the institution. But the view from the field seemed to reveal increasing layers of intermediaries between presidents and chancellors and chief Academic Librarians. In the Public Library area, it seemed that bureaucratic intermediaries were building walls between Directors of Public Libraries, large and small, and their ultimate fiscal and political superiors.

The questions of whether these apparent trends were facts or impressions, plus a quantitative method for determining this, seemed to be appropriate problems for the Committee on Comparative Library Organization. A questionnaire was created under the

leadership of Mr. Dallas Shawkey, Cataloging Coordinator of the Brooklyn Public Library, who was Chairman of the Committee until 1975. Most of the developmental work on the questionnaire was done by Betty Jo Mitchell, Associate Director, California State University, Northridge.

After some discussion the committee decided that although problems and situations were similar in many ways, differences were such that separate questionnaires and separate studies should be done for Public and for Academic Libraries. They decided to begin the first study, centering on academic libraries, which would examine the years 1971-1975, and they planned to develop an on-going project, with quinquennial reviews. Pilot questionnaires were sent to 50 libraries. The committee met to examine these preliminary responses in Chicago, in February of 1976. The questionnaires, in final form, were mailed in July, 1976. Mr. Leo Cabell, Acting Director of Libraries, at the University of Colorado, Boulder, present chairman of the committee, assumed this responsibility. Questionnaires were sent to all institutions on a "Higher Education" mailing list supplied to Mr. Cabell by Frank Shick of the Department of Health, Education and Welfare.

Approximately 3,000 questionnaires were sent out and about 1,000 were returned by the end of August, 1976. (By November, 1976 the overall response was 40%, but questionnaires returned after September were not included in this review).

The first 1,000 returns were divided into four general categories:

- Two year institutions

- Four year institutions without graduate programs

- Four year institutions with graduate programs but whose libraries were not members of the Association of Research Libraries

- Four year institutions with graduate programs whose libraries were members of the Association of Research Libraries.

Members of the Association of Research Libraries were initially considered as an appropriate separate subgroup because it was felt the size, maturity and nature of these collections generated unique demands. Both staff and leadership were thought, perhaps, to be subject to internal and external constraints that differed from those in many other libraries.

4.

The population discussed in this report includes the 352 responding libraries in the category "four year institutions with graduate programs but not members of the Association of Research Libraries." Their replies were analyzed with three objectives:

- To gather and interpret data and to make inferences.
- To provide a learning situation in which to develop insights and approaches to explore the universe of all complete questionnaires in the present study.
- To assist in structuring future questionnaires.

QUESTIONNAIRE A copy of the questionnaire accompanies this report. Eighteen general questions offer opportunities for approximately 40 responses or comments. One item is a request for an organization chart. The subjective nature of responses to questions such as, "What changes have occurred in the past years in the kinds of decisions being made?" or "What kinds of decisions are made by each person or group?" do not lend themselves to statistical interpretation. These probably cannot be interpreted by machine methods. However, 16 discrete responses seemed to be viable candidates for encoding, listing, and interpretation, using a standardized SPSS (Statistical Package for the Social Sciences) Program.

A coding sheet was devised to analyze the 16 responses to be studied. Two additional "new" items, not part of the original questionnaires, were added. These were a sequential number, arbitrarily assigned to each completed questionnaire, and the date when the questionnaire was received by Mr. Cabell. A copy of the coding sheet accompanies this report. It includes, for each reporting institution, the following data:

- Sequential number
- Date received by Mr. Cabell
- Name of institution
- Institution type
- Institution age
- FTE
- Change in reporting line above chief librarian in the past five years
- Change in supervisory bodies above the chief librarian in the past five years

- Change in policy-recommending library committees in the past five years
- Change in policy-decision-making library committees in the past five years
- Organization of librarians in a faculty or faculty-like body
- Occurrence of change in this organization in the past five years
- Exclusion of any librarians from this organization
- Portion of decisions directly affecting library policy made by individuals or groups outside the library
- Portion of decisions directly affecting library policy made by individuals or groups outside the library before 1971.
- Unionization of librarians
- Occurrence of unionization in the past five years
- Tenure for librarians.

PROCEDURE Sequential numbers were assigned to each questionnaire and the same number was repeated at the top of its companion coding sheet. The questionnaire was scanned and appropriate information was transferred to the coding sheet. Coded information was keypunched and processed.

Full SPSS print outs are available for display but are not reproduced in this report. Narrative interpretations of these results and reproductions of some of them follow.

RESULTS The fact that 352 libraries participated in the study, many sending elaborate organization charts and writing one or more pages of subjective commentary, is impressive. This effort on the part of the respondents certainly merits scrutiny and interpretation beyond that given here.

List of Institutions The first product was a list of institutions as named in the questionnaire, in alphabetical order. "U" replaced "University," and "C" replaced "College," wherever these terms appeared in the column designated "institution name." Other generic terms, such as "institute," "school" or "seminary," were reproduced in full. No attempt was made to ascertain a "correct" entry or name. In this, and in the second list, arranged according to FTE, all study data for a given institution, were reproduced in full. Thus, an individual, wishing details on a specific institution, may find it in the list and check its replies. Samples of this full descriptive format for two institutions are reproduced at the end of this narrative.

Full Time Equivalency The second product was a listing, in ascending order, by FTE (Full Time Equivalency) as defined by the U. S. Office of Education, for fall semester, 1975. This revealed the reporting libraries ranged from a low of 70 FTE, St. Mary's Seminary, to a high of 24,118, San Diego State University. 23 institutions did not indicate an FTE.

The 329 institutions reporting FTE fell into the following quartile pattern:

1/4	70	to	1150 FTE
1/4	1151	to	2800 FTE
1/4	2801	to	6203 FTE
1/4	6204	to	24,118 FTE

The mean was 4,494, the mode was 5,000 and the median was 2,799.5. A division of the institutions into deciles revealed the following pattern:

1.	1/10	70 - 450	6.	1/10	2801 - 4132
2.	1/10	451 - 1032	7.	1/10	4133 - 5041
3.	1/10	1033 - 1479	8.	1/10	5042 - 7218
4.	1/10	1480 - 2041	9.	1/10	7219 - 11,100
5.	1/10	2042 - 2800	10.	1/10	11,101 - 24,048

Perhaps those in the last two, or surely the last decile, might form a more reasonable unit if studied with the ARL institutions.

Change in Reporting Line Above the Library in the Last Five Years This question, item 6 on the questionnaire, asked if the reporting line or path from the Library Director to the institution's Chief Administrative Officer had changed within the past five years. 78, or 22.2 percent said, "Yes," and 265, or 75.3 percent, said "No."

Change in the Last Five Years in Final Supervisory Body or Office to Whom Institutional Chief Administrative Officer is Responsible This question, item 8 on the questionnaire, asked if this body or office changed during the past five years, excluding personnel changes. 29 or 8.2 percent said, "Yes," and 319, or 90.6 percent, said "No." However an examination of the questionnaires themselves revealed some confusion on the part of respondents as to the identity of "Chief Administrative Officer." (That is, some confused this with the Library Director.)

Employment of Consultants This question, item 8.c on the questionnaire, asked whether or not consultants were employed by the office or body to whom the institution's Chief Administrative Body or Office is responsible. Some of the "Yes," replies

included comments such as, "Yes, but they are not concerned with library matters." Value of this data may be questionable. 152, or 43.2 percent said "Yes," and 86, or 24.4 percent said, "No." 102 give no response at all.

Change in Library Reporting Lines During Last Five Years This question, item 10 on the questionnaire, asked if there had been changes in reporting lines on the library's organization chart during the past five years. 131, or 37.2 percent said, "Yes," and 210 or 59.7 percent said, "No." No crosstabulation was made on the relationship between libraries answering "Yes," to the question and to the questions on faculty organization and unionization. This certainly should be done in any follow up research.

Change in Policy-Recommendng Library Committees During the Last Five Years This question, item 11.a on the questionnaire, asked if there had been changes in internal library committees that make recommendations on all types of library policy. 95 or 27 percent answered, "Yes," and 165 or 46.9 percent answered, "No." It is interesting to note that 82 or 23.3 percent did not answer this question at all. Reading the questionnaires themselves indicates some respondents listed committees other than internal library committees intended for study in this category. Here again, the questionnaires would have to be culled carefully before drawing inferences.

Change in Decision-Making Committees During the Last Five Years This question, item 12.a on the questionnaire, asked if there had been changes during the past five years in library committees that make decisions (as opposed to recommendations) on all types of library policy. Only 34 or 9.7 percent said, "Yes." 11 or 31.5 percent said, "No." 201, or 57.1 percent did not respond. This group presumably includes libraries without policy-decision-making committees.

Faculty Organization This question, item 13 on the questionnaire, asked "Are your librarians organized as a library faculty or structured in a similar manner?" 183, or 52 percent answered, "Yes," and 144 or 40.9 percent answered, "No." Since no further questions were asked it is impossible to know how many were "faculty" and how many were "similar."

Change in Faculty Organization This question, item 13.b asked if the organization described occurred within the past five years. Only 67, or 19 percent said, "Yes," and 140, or 39.8 percent said, "No."

Librarians Excluded from Faculty Organization This question, item 13.c on the questionnaire, asked for identification of librarians, if any, who were excluded from the library faculty. 53, or 15.1 percent noted exclusions, and 140, or 39.8 did not. Part time professionals and directors were named frequently here.

Library Policy Decisions Made by Extra-Library Groups This question, item 15.d asked what portion of all decisions directly affecting library policy are made by persons or groups outside the library. 44, or 12.5 percent answered, "None." 72, or 20.5 percent answered, "Some." 164, or 46.6 percent answered "Few." 61, or 17.3 percent did not respond to this question.

Library Policy Decisions Made by Extra-Library Groups Five Years Ago This question, item 15.e, asked respondents what portion of all decisions directly affecting library policy were made by persons or groups outside the library five years ago. 50, or 14.2 percent said, "None." 73, or 20.7 percent said, "Some." 146, or 41.5 percent answered, "Few." 72, or 20.5 percent, did not respond to this question.

Unionization This question, item 16 on the questionnaire, asked "Is the library staff unionized?" 53, or 15.1 percent answered, "Yes," and 289, or 82.1 percent answered, "No." This is one of the most straightforward and unambiguous questions.

Unionization During the Last Five Years This question, item 16.3 on the questionnaire, asked if the unionization had taken place during the last five years. 49, or 13.9 percent answered, "Yes," and 39, or 11.1 percent answered, "No." 261, or 74.1 percent did not reply. Since the preceding question indicated that 53 libraries were unionized, this shows a trend to unionization is clearly a characteristic of the period 1971-75.

Tenure This question, item 18 on the questionnaire, asked "Do your librarians have tenure?" 191, or 54.3 answered, "Yes," and 123, or 34.9 percent answered, "No."

SUMMARY AND CONCLUSIONS

Results of this preliminary study can be divided into three categories:

- A pilot for investigation of some unknowns in library administration.
- An examination of a microcosm of 352 academic libraries.
- The development of suggestions for further study.

Effectiveness of SPSS, or a similar program, is certainly verified by this project. Importance of validity of data is borne out. Before statistics in this study can be accepted as anything other than description of the 352 libraries examined, verification of the sample should be done.

Information on the microcosm, without reference to whether or not it is typical of academic libraries or even of libraries in the sub-category analyzed, is displayed in Tables I and II in the Appendices.

Implications for further study include:

- Coding, based on the forms used in this study, or on a similar format, might be done for all questionnaires in the master study.
- An individual, or group of individuals, should assume responsibility for reading all the narrative comments and reviewing all the organization charts.
- This should be done as a serious commitment, probably with aid of graduate students.
- The committee should support the on-going study. Totals on faculty status, unionization, etc., will be significant in relation to totals in the next five-year-review.

The committee should spend time in deliberation on revision of the questionnaires. For instance, some respondents seemed confused as to whether or not the "Chief Administrative Officer," was the head librarian or the chief administrator of the percent institution. There may be merit in pursuing further the gradations in "faculty or similar structure." Perhaps this is a topic for the Association of College and Research Libraries. Perhaps, for its impact on administration, it is sufficient to know there is an organization and ^{the} individual responding perceived it as "faculty or similar."

Choices between questionnaire refinement versus continuity should be carefully examined and a commitment made before the next round of questionnaires are issued.

FOOTNOTES

¹American Library Association, A.L.A. Handbook of Organization 1976-1977 (Chicago: American Library Association, 1976), p. 39.

²Ibid., p. 40.

³Ibid., p. 41.

⁴Arthur M. McNelly and Robert B. Downs, "The Changing Role of Directors of University Libraries," College and Research Libraries 34 (March 1973) : 103.

⁵Booz, Allen and Hamilton, Inc., Organization and Staffing of the Libraries of Columbia University: A Case Study (Westport, Conn.: Redgrave Information Resources, 1973), p. 45.

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McAnelly, Arthur M., and Downs, Robert B. "The Changing Role of Directors of University Libraries." College and Research Libraries 34 (March 1973) : 103-23.

APPENDICES

- Appendix I Sample Questionnaire
- Appendix II Sample Coding Sheet
- Appendix III Sample Listing Format for Two Libraries
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- Table I Administrative Profile
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- Data Processing Information

AMERICAN LIBRARY ASSOCIATION
LIBRARY ADMINISTRATION DIVISION
LIBRARY ORGANIZATION AND MANAGEMENT SECTION
COMMITTEE ON COMPARATIVE LIBRARY ORGANIZATION

QUESTIONNAIRE FOR ACADEMIC LIBRARIES
(Attach an additional sheet for replies, if necessary)

1. Name of institution _____
2. Is your institution a Four-year with graduate programs ☐
 Four-year without graduate programs ☐
 Two-year institution ☐
3. Age of institution More than 25 years ☐
 10 to 25 years ☐
 5 to 10 years ☐
 Less than 5 years ☐
4. Size of your student population, FTE (USOE Definition), for Fall semester, 1974 _____

I. Internal

5. Attach a Campus Organization Chart showing official reporting line from Library Director to Chief Administrative Officer. Identify work title and positions along the line.
6. Has this reporting line (path) changed within the past five years?
Yes _____ No _____
 - a. If yes, how?
 - b. If yes, who or what was responsible for the change?
7. What is the final supervisory body or person to whom your Chief Administrative Officer is responsible?
8. Has this body or person changed within the past five years?
Yes _____ No _____
 - a. If yes, what change has occurred?
 - b. If yes, who or what was responsible for the change?
 - c. Does this body or person employ consultants?
Yes _____ No _____

9. Attach an Organization Chart for your library.
10. Have the reporting lines changed within the past five years?
Yes _____ No _____
- a. If yes, how?
- b. If yes, what prompted the change(s)?
- c. If available, please enclose an Organization Chart in use five years ago.
11. List the library committees, if any, that make recommendations on all types of library policy.

<u>Committee Name</u>	<u>General Function</u>	<u>Status (Standing/Ad hoc)</u>
-----------------------	-------------------------	---------------------------------

- a. What changes does this represent over the past five years?

12. List the library committees that make decisions on all types of library policy.

<u>Committee Name</u>	<u>General Function</u>	<u>Status(Standing/Ad hoc)</u>
-----------------------	-------------------------	--------------------------------

- a. What changes does this represent over the past five years?

13. Are your librarians organized as a library faculty or structured in a similar manner? Yes _____ No _____

- a. If so, please briefly describe.

- b. Has this organization occurred within the past five years?

Yes _____ No _____

- c. Which librarians, if any, are excluded from the library faculty?

14. What kinds of decisions relating to library policy are made by the body described in Number 13?

II. External

15. Who, outside the library, makes decisions affecting library policy?

a. What changes does this represent over the past five years?

b. What kinds of decisions are made by each person or group?

c. What changes have occurred in the past five years in the kinds of decisions being made?

d. Approximately what portion of all library policy decisions are made by such persons or groups?

None _____ Some _____ Few _____

e. Would you please answer the same question, 'd', for five years ago.

None _____ Some _____ Few _____

Please describe any significant changes.

16. Is your library staff unionized? Yes _____ No _____

a. If yes, which categories of staff (administration, non-administrative librarians, non-librarian staff, and students) belong to the union(s)?

b. What unions are represented?

c. Has unionization occurred in the past five years?

Yes _____ No _____

17. Please comment on any other organizational changes within the past five years, within the library or the parent institution, which are having an impact on the ability of librarians to carry out their professional responsibilities.

18. Do your librarians have tenure?

Yes _____ No _____

ITEM NO.	NO. ON ?STNRE	DESCRIPTION	RESPONSE
1.		Sequential number	— — — — —
2.		Date	— — / — — / 76
3.	1	Name of Institution	
4.	2	Institution Type	1. four year/grad 2. four year/no grad 3. two year 4. no response
5.	3	Institution Age	1. 25 plus 2. 10 to 25 3. 5 to 10 4. less than 5 5. no response
6.	4	FTE	
7.	6	Change in reprtng line above library, past 5 yrs.	1. yes 2. no 3. no response 4. unable to classify
8.	8	Change in supervisory bodies above library, past 5 yrs.	1. yes 2. no 3. no response 4. unable to classify
9.	8.c	Employment of consultants	1. yes 2. no 3. no response 4. unable to classify
10.	10	Change in library reporting line, past 5 years	1. yes 2. no 3. no response 4. unable to classify
11.	11.a	Change in policy/recommending lbrary committees, past 5 yrs.	1. yes 2. no 3. no response 4. unable to classify
12.	12.a	Change in policy/decision lbrary committees, past 5 yrs.	1. yes 2. no 3. no response 4. unable to classify
13.	13	Faculty or faculty-like library organization	1. yes 2. no 3. no response 4. unable to classify
14.	13.b	Change in faculty organization, past 5 years	1. yes 2. no 3. no response 4. unable to classify
15.	13.c	Any librarians excluded from faculty organization	1. yes 2. no 3. no response 4. unable to classify
16.	15.d	Portion of lbrary policy dec. made by extra-library groups or individuals	1. none 2. some 3. few 4. no response 5. unable to classify
17.	15.e	Portion of library policy decisions by extra-library groups or indiv. made 5 yrs ago	1. none 2. some 3. few 4. no response 5. unable to classify
18.	16	Library staff unionized	1. yes 2. no 3. no response 4. unable to classify
19.	16.c	Unionization occurred in past 5 years	1. yes 2. no 3. no response 4. unable to classify
20.	18	Librarians have tenure	1. yes 2. no 3. no response 4. unable to classify

SAMPLE LISTING FORMAT FOR TWO LIBRARIES

	NAME			NO.	DATE	TYPE	AGE	
	EASTERN KENTUCKY UNIVERSITY			00294		4 Yr/Grad	25 Plus	
Item Number	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**
	Yes	NO	NO Response	Yes	NO	NO Response	NO	No Response
	15	**16**	**17**	**18**	**19**	**20**		
	No Response	Some	Some	Some	No Response	Yes		
FTE COUNT IS 11502								

NAME				NO.	DATE	TYPE	AGE	
EASTERN MICHIGAN UNIVERSITY				00327	7/15/76	4Yr/Grad	25 Plus	
Item Number	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**
	YES	NO	YES	NO	YES	YES	YES	YES
	15	**16**	**17**	**18**	**19**	**20**		
	YES	FEW	NONE	NONE	YES	YES		
FTE COUNT IS 13723								

TABLE I
ADMINISTRATIVE PROFILE

Question No. on Original Questionnaire	Question	Yes	No	No Response	Not Classified
6	Has the reporting line (path) above the Library Director changed within the past five years?	78	265	6	3
8	Has the final supervisory body or office, to whom the institutions's Chief Administrative Officer is responsible, changed within the past five years? (This does not include personnel changes)	29	319	4	0
8.c	Does this body or office employ consultants?	152	86	102	12
10	Have reporting lines, on the Library's organization chart changed within the past five years?	131	210	10	1
11.a	Have there been any changes made, in the last five years, in internal library committees that make recommendations on all types of library policy?	95	165	82	10
12.a	Have there been any changes made, in the last five years, in internal library committees that make decisions (as opposed to recommendations) on all types of library policy?	34	111	201	6
13	Are librarians organized as a Library Faculty or structured in a similar manner?	183	144	11	14
13.b	Has this organization occurred within the past five years?	67	140	142	3
13.c	Are any librarians excluded from the Library Faculty?	53	140	148	11
16	Is the Library staff unionized?	53	289	3	7
16.c	Has unionization occurred in the past five years?	49	39	262	2
18	Do librarians have tenure?	191	123	5	33

TABLE II
POLICY PROFILE

Question No. on Original Questionnaire		None	Some	Few	No Response	Not Classified
15.d	Approximately what portion of all decisions directly affecting library policy, are made by persons or groups outside the library?	44	72	164	62	10
15.e	Would you please answer the same question, for five years ago?	50	73	146	73	10

```

RUN NAME          LIBRARY ORGANIZATION STUDY
VARIABLE LIST     NUM,DATE,INSTT,INSTA,FTE,VAR001 TO VAR014
INPUT MEDIUM      TAPE
INPUT FORMAT       FIXED (15,16,29X,211,15,1411)
# OF CASES         ESTIMATED 1000
VAR LABELS        NUM,SEQUENTIAL NUMBER/
                   DATE,DATE OF DOCUMENT/
                   INSTT,INSTITUTION TYPE/
                   INSTA,INSTITUTION AGE/
                   FTE,FULL TIME EQUIV/
                   VAR001,CHANGE IN REPORTING LINE/
                   VAR002,CHANGE IN SUPERVISORY BODIES/
                   VAR003,EMPLOYMENT CONSULTANTS/
                   VAR004,CHANGE IN LIBRARY REPORTING/
                   VAR005,CHANGE IN POLICY RECOMMENDING LBRY COMMITTEES/
                   VAR006,CHANGE IN POLICY DECISION LBRY COMMITTEES/
                   VAR007,FACULTY OR FACULTY LIKE LIBRARY ORGANIZATION/
                   VAR008,CHANGE IN FACULTY ORGANIZATION/
                   VAR009,LIBRARIANS EXCLUDED FROM FACULTY ORGANIZATION/
                   VAR010,PORTION OF LBRY POLICY DEC MADE BY EXTRA LBRY GROUPS/
                   VAR012,LIBRARY STAFF UNIONIZED/
                   VAR013,UNIONIZATION OCCURRED IN PAST 5 YRS/
                   VAR014,LIBRARIANS HAVE TENURE/
VALUE LABELS      VAR011,PORTION OF LBRY POLICY DEC MADE BY INDV 5 YRS AGO/
                   INSTT (1) 4 YR GRAD (2) 4 YR NO GRAD (3) 2 YR (4) NO RESP/
                   INSTA (1) 25+ (2) 10-25 (3) 5-10 (4) LESS 5 (5) NO RESP/
                   VAR001 TO VAR009 (1) YES (2) NO (3) NO RESP (4) NO CAT /
                   VAR012 TO VAR014 (1) YES (2) NO (3) NO RESP (4) NO CAT /
                   VAR010 TO VAR011 (1) NONE (2) SOME (3) FEW (4) NO RESP
                   (5) NO CAT /
COMPUTE           FTEGR=0
IF                (FTE GE 00070 AND FTE LE 1150) FTEGR=1
IF                (FTE GT 1150 AND FTE LE 2800) FTEGR=2
IF                (FTE GT 2800 AND FTE LE 6203) FTEGR=3
IF                (FTE GT 6203) FTEGR=4
VAR LABELS        FTEGR,GROUPINGS FOR FTE/
VALUE LABELS      FTEGR (1) VERY SMALL (2) SMALL (3) MEDIUM (4) LARGE/
MISSING VALUES   NUM TO VAR014 (0)/FTEGR(0)/
CUDERBOOK         INSTT,INSTA,FTE,VAR001 TO VAR014,FTEGR
STATISTICS        ALL
READ INPUT DATA

```

1ST OBSERVATION..	1.00	73076.00	1.00	1.00	9000.00	1.00	2.00	1.00	1.00
	3.00	1.00	1.00	1.00	2.00	2.00	2.00	3.00	1.00

ER READING 152 CASES FROM SUBFILE NONAME, END-OF-FILE WAS ENCOUNTERED ON FILE 8.

STATISTICS FOR FTE TOTALS

LIBRARY ORGANIZATION STUDY

12/17/76

STATISTICS..

MEAN	4494.255	STD ERROR	252.656	MEDIAN	2799.500
MODE	5000.000	STD DEV	4582.772	VARIANCE	*****
KURTOSIS	2.470	SKEWNESS	1.662	RANGE	24048.000
MINIMUM	70.000	MAXIMUM	24118.000		
DECILES	450.000	1032.000	1479.000	2041.000	2800.000
				4132.000	5041.000
				7218.000	11100.000
QUANTILES	1150.000	2300.000	6203.000		
VALID OBSERVATIONS -	329				
MISSING OBSERVATIONS -	23				

CROSSTABULATION OF INSTITUTION AGE BY LIBRARIANS' TENURE

	COUNT	YES	NO	NO RESP	NO CAT	POLY TOTAL
INSTA	TOT	1	2	3	4	
25+	1	177	104	2	29	312
		56.7	33.3	0.6	9.3	87.9
		92.2	81.9	66.7	87.0	
		49.9	29.3	0.6	8.2	
10-25	2	12	11	1	1	25
		48.0	44.0	4.0	4.0	7.0
		6.3	8.7	33.3	3.0	
		3.0	3.1	0.3	0.3	
5-10	3	2	7	0	2	11
		18.2	63.6	0.0	18.2	3.1
		1.0	5.5	0.0	6.1	
		0.6	2.0	0.0	0.6	
LESS 5	4	0	5	0	1	6
		0.0	83.3	0.0	16.7	1.7
		0.0	3.9	0.0	3.0	
		0.0	1.4	0.0	0.3	
NO RESP	5	1	0	0	0	1
		100.0	0.0	0.0	0.0	0.3
		0.5	0.0	0.0	0.0	
		0.3	0.0	0.0	0.0	
COLUMN TOTAL		192	127	3	33	355
		54.1	35.8	0.8	9.3	100.0

RAW CHI SQUARE = 19.74499 WITH 12 DEGREES OF FREEDOM. SIGNIFICANT

CRAMER'S V = 0.13616

CONTINGENCY COEFFICIENT = 0.22054

LAMDA (ASYMPTOTIC) = 0.0000 WITH INSTA DEPENDENT. = 0.0

LAMDA (SYNTHETIC) = 0.04854

UNCERTAINTY COEFF. ASYMMETRIC= 0.06123 WITH INSTA DEPENDENT.

UNCERTAINTY COEFF. SYMMETRIC= 0.64153

KENDALL'S τ_{AB} = 0.12784, SIGNIFICANCE = 0.0002

KENDALL'S τ = 0.06060.

$$GA444 = 0.73402$$

SOHER'S β (ASYMPTOTIC) = 0.07943 WITH INSTA DEPENDENT.

$$\text{SOMER'S } D \text{ (SYMMETRIC)} = 0.11475$$

ETA = 0.02021 WITH INSTA DEPENDENT. = 0.02296 WITH VAR

NUMBER OF MISSING OBSERVATIONS = 3

RESULTS ILLUSTRATING DATA ON CHANGE IN REPORTING LINE WITHIN THE LIBRARY

LIBRARY ORGANIZATION STUDY

12/17/76

FILE NAME (CREATION DATE 12/17/76)

VARIABLE VAR001 CHANGE IN REPORTING LINE

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
YES	1	78	22.2	22.2	22.2
NO	2	265	75.3	75.5	97.7
NO RESP	3	5	1.4	1.4	99.1
NO CAT	4	3	0.9	0.9	100.0
	0	1	0.3	MISSING	100.0
	TOTAL	352	100.0	100.0	100.0

STATISTICS..

MEAN	1.869								
MODE	2.000								
KURTOSIS	2.866								
MINIMUM	1.000								
DECILS	1.000	1.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
QUARTILS	2.000	2.000	2.000						
VALID OBSERVATIONS =	351								
MISSING OBSERVATIONS =	1								

CROSSTABULATION OF FTE BY UNIONIZATION OF LIBRARY STAFF

COUNT	YES	NO	NO RESP	NO CAT	POW
ROW	1	2	3	4	TOTAL
1	2	30	2	0	34
	5.9	88.2	5.9	0.0	10.1
	3.8	11.0	66.7	0.0	
	0.6	9.0	0.6	0.0	
2	0	33	0	0	33
	0.0	100.0	0.0	0.0	9.9
	0.0	12.1	0.0	0.0	
	0.0	2.7	0.0	0.0	
3	3	30	0	1	34
	8.8	88.2	0.0	2.9	10.1
	5.7	11.0	0.0	14.3	
	0.9	9.0	0.0	0.3	
4	2	31	0	0	33
	6.1	93.2	0.0	0.0	2.9
	3.8	11.4	0.0	0.0	
	0.6	9.3	0.0	0.0	
5	3	30	0	1	34
	8.8	88.2	0.0	2.9	10.1
	5.7	11.0	0.0	14.3	
	0.9	9.0	0.0	0.3	
6	5	27	0	1	34
	17.6	79.4	0.0	2.9	10.1

TABLES -- GROUP I

THESE PAGES INCLUDE TABLES PRESENTING THE FOLLOWING INFORMATION ON THE
352 REPORTING LIBRARIES

Age of Institution - - - - -	Page 3
List of FTE Counts - - - - -	Page 4-14
Statistical analysis of FTE distribution - - - - -	Page 15
Data on and statistical analysis of change in reporting line above library director - - - - -	Page 16
Data on and statistical analysis of change in ultimate supervisory body to which library director reports - - - - -	Page 17
Data on and statistical analysis of employment of consultants by supervisory body to which library director reports - - - - -	Page 18
Data on and statistical analysis of internal reporting patterns within the library - - - - -	Page 19
Data on and statistical analysis of changes in policy-recommending committees which report to the library director - - - - -	Page 20
Data on and statistical analysis of policy- decision-making committees which report to the library director - - - - -	Page 21
Data on and statistical analysis of librarians' membership in a faculty or faculty-like organization - - - - -	Page 22
Data on and statistical analysis of whether or not this organization took place during the "last five years." - - - - -	Page 23
Data on and statistical analysis of exclusion of any librarians from faculty organization - - - - -	Page 24
Data on and statistical analysis of portion of library policy decisions made by individuals and groups external to the library during the period studied - - - - -	Page 25
Data on and statistical analysis of portion of library policy decisions made by individuals and groups external to the library "five years ago." - - - - -	Page 26

Tables -- Group I con't.

Data on and statistical analysis of
unionization of library staff - - - - - Page 27

Data on and statistical analysis of whether
or not unionization took place during
the "last five years." - - - - - Page 28

Data on and statistical analysis of tenure for
librarians - - - - - Page 29

Categorization and statistical analysis of
libraries, by size, according to FTE. - - - - - Page 30

THESE PAGES INCLUDE TABLES REPRESENTING CROSS TABULATIONS OF SOME OF
THE VARIABLES STUDIEDORGANIZATION OF LIBRARIANS AS A FACULTY
OR SIMILAR STRUCTURE RELATED TO
OCCURRENCE OF THIS ORGANIZATION
WITHIN THE LAST FIVE YEARS.

... in 352 reporting libraries* - - - - - Page 2

... in 313 institutions 25 years old
and older - - - - - Page 3... in 22 institutions between 10 and
25 years old - - - - - Page 4... in 10 institutions between 5 and
10 years old - - - - - Page 5... in 5 institutions less than 5 years
old - - - - - Page 6ORGANIZATION OF LIBRARIANS AS A FACULTY OR
SIMILAR STRUCTURE RELATED TO UNIONIZATION
OF LIBRARY STAFF

... in 352 reporting libraries - - - - - Page 9

... in 313 institutions 25 years old and
older - - - - - Page 10... in 22 institutions between 10 and
25 years old - - - - - Page 11... in 10 institutions between 5 and 10
years old - - - - - Page 12... in 5 institutions between less than 5
years old - - - - - Page 13UNIONIZATION OF LIBRARY STAFF RELATED
TO OCCURRENCE OF UNIONIZATION WITHIN
THE LAST FIVE YEARS

... in 351 reporting libraries - - - - - Page 16

... in 312 institutions 25 years old and older - - - - - Page 17

... in 22 institutions between 10 and 25
years old - - - - - Page 18... in 10 institutions between 5 and 10
years old - - - - - Page 19

... in 5 institutions less than 5 years old - - - - - Page 20

*Some institutions did not respond to all questions, hence totals will
not always equal 100 percent

TABLES - GROUP III

The following pages include crosstabulations of

CHANGES IN INTERNAL LIBRARY COMMITTEES MAKING DECISIONS

BY

CHANGES IN INTERNAL LIBRARY COMMITTEES MAKING RECOMMENDATIONS

THESE PAGES INCLUDE THE FOLLOWING DISPLAYS:

Unusable data which included five institutions not part of the "four year with graduate program," group - - - -	Pages 1 - 17
*Crosstabulation of institution age and change in supervisory bodies above the chief librarian - - - - -	Page 18
*Crosstabulation of institution age and employment of consultants by the supervisory body above the chief librarian - - - - -	Page 19
*Crosstabulation of institution age and change in library internal reporting line - - - - -	Page 20
*Crosstabulation of institution age and change in library committees making recommendations on policy - - - -	Page 21
*Crosstabulation of institution age and change in library committees making decisions on policy - - - - -	Page 22
*Crosstabulation of institution age and organization of librarians in faculty or faculty-like body - - - - -	Page 23
*Crosstabulation of institution age and the fact of faculty organization representing a change during the years studied - - - - -	Page 24
*Crosstabulation of institution age and exclusion of any librarians from faculty organization - - - - -	Page 25
*Crosstabulation of institution age and portion of all decisions directly affecting library policy that are made by persons or groups outside the library - - - - -	Page 26
*Crosstabulation of institution age and portion of all decisions directly affecting library policy that were made five years ago - - - - -	Page 27
*Crosstabulation of institution age and unionization of library staff - - - - -	Page 28
*Crosstabulation of institution age and whether or not unionization occurred during the past 5 years - - - - -	Page 29
*Crosstabulation of institution age and Tenure for librarians - - - - -	Page 30
*Crosstabulation of FTE and change in reporting line above the library director during the past 5 years - - - - -	Pages 31,32

TABLES -- GROUP IV con't.

*Crosstabulation of FTE and change in final supervisory body reported to by the chief administrative officer to whom the library director reports - - - - -	Pages 33,34
*Crosstabulation of FTE and employment of consultants by supervisory body to whom the library director reports - - -	Pages 35,36
*Crosstabulation of FTE and change in reporting line within the library during the past five years - - - - -	Pages 37,38
*Crosstabulation of FTE and change in library committees which make policy recommendations - - - - -	Pages 39,40
*Crosstabulation of FTE and change in library committees which make policy decisions - - - - -	Pages 41,42
*Crosstabulation of FTE and organization of librarians in faculty or faculty-like body - - - - -	Pages 43,44
*Crosstabulation of FTE and the fact of faculty organization representing a change during the years studied - - - - -	Pages 45,45
*Crosstabulation of FTE and exclusion of any librarians from faculty - - - - -	Pages 47,48
*Crosstabulation of FTE and portion of decisions directly affecting library policy that are made by persons or groups outside the library - - - - -	Pages 49,50
*Crosstabulation of decisions directly affecting library policy that were made by persons or groups outside the library 5 years ago - - - - -	Pages 51,52
*Crosstabulation of FTE and unionization of library staff - - - - -	Pages 53,54
*Crosstabulation of FTE and whether or not unionization occurred during the past 5 years - - - - -	Pages 55,56
*Crosstabulation of FTE and tenure for librarians - - - - -	Pages 57,58

*All totals in these tables include data from 5 institutions without graduate programs. Their inclusion is not significant in terms of gross results.